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| **Involuntary Attendee** | At the meeting under duress; did not choose to attend | * Question the person, i.e., their needs * Acknowledge that attendance was not their idea * Don’t reject/ignore * Address him/her specifically   “You are here—what would be a good use of your time?” |
| **Dominator** | Asserts authority or superiority to manipulate the group or certain members; interrupts contributions of others; controls through use of flattery or patronization; consciously or unconsciously works at redirecting the team towards a particular agenda. | * It takes firm facilitation to stop them and keep them stopped. * Acknowledge, seek opinions of others and then go back to the person if there is something you wanted to use. * Establish a procedure whereby each person contributes one idea to the discussion and then must wait until every other group member does the same before contributing again * Interrupt the dominator and ask him/her to summarize the point quickly so that others can add their ideas, too.   “Thank you for giving us all those ideas, Erin. Let’s hear from others in the group now.” |
| **Withdrawn** | Removes him/herself psychologically or physically from the group; quiet; answers questions only briefly. | * Do not let conflicts remain unresolved; talk with the person privately to find out what is happening * Direct questions to and solicit ideas from him/her so this person stays involved. * Offer opportunities/don’t pursue—allow the freedom to participate * Perhaps talk at break—“How’s it going?”   “Carol, I noticed you haven’t been as involved in the group lately. Is everything O.K.?” |
| **Blocker** | Tends to have negative reactions and is stubbornly resistant; tries to maintain or resurrect an issue after the group has finished with it; may have an agenda and may speak for a specific group or view; disagrees and opposes ideas; resists the group’s wishes for personally oriented reasons | * Incorporate statements in the original norms that deal with cooperation and interruptions * Encourage this person to explain reasons behind his/her objection * Look for any aspect of the position that supports the group’s ideas so that this person moves from left to center field * Refocus his/her participation as a recorder or process observer * Ask the group to deal with this uncooperative behavior.   “It seems like we may be forgetting the norms we set as a group. Should we take a few minutes to revisit them now?” |
| **Aggressor** | May work in many ways: deflating others; expressing disapproval of the values, requests, or feelings of others; attacking the group or its problems; joking aggressively; taking credit for the group’s successes | * When your group first gets together, review your norms with them, highlighting the rule that all ideas will be accepted; the first time someone criticizes another person, reinforce this rule. * Specific questions: “Why did you say that, John?” * “What would you like me to do?” (Encourage a solution) * “From 10 years of your experience, this works—but what does the group think or what have others experienced?”   “You have a point, but we need to solve our problem, not attack each other’s ideas.” |
| **Recognition Seeker** | Works in various ways to call attention to him or herself by boasting, acting in unusual ways, trying to prevent being placed in less important roles; talkative; makes a display of his or her lack of involvement; may take the form of cynicism, nonchalance, horseplay, and other forms of negative behavior. | * Use your body language * When your group first gets together, review your norms with them   “Just a minute, I want to hear from…I’ll come back to you.” |
| **Destructive Dominators** | A small percentage of dominators whose intentional goal is to wreck or destroy the meeting. | * Normal facilitation techniques are ineffective. |

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| * Use your body language * When your group first gets together, review your norms with them   “Just a minute, I want to hear from…I’ll come back to you.” |
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